

## APPENDIX D: GOLDWATER-NICHOLS ACT IMPLEMENTATION REPORT

This appendix contains the Department's Joint Officer Management Annual Report for FY 2003. Except for compliance with Section 619a, Title 10, United States Code, Tables D-2, D-5, reasons in Tables D-9 and D-11, and promotion objectives, the Joint Duty Assignment Management Information System (JDAMIS) was used to produce this report.

### COMPLIANCE WITH SECTION 619a, TITLE 10, U.S. CODE

Section 931 of the FY 1994 National Defense Authorization Act requires each Military Service to develop and implement personnel plans to permit the orderly promotion of officers to brigadier general or rear admiral (lower half). The following brigadier general/rear admiral (lower half) promotion boards were approved during FY 2003 not including professionals:

	USA	USAF	USMC	USN	Total
Number of Officers Selected for O-7	40	36	5	30	111
Number of officers joint qualified	28	30	4	13	75
Percent of officers joint qualified	78%	83%	80%	43%	67%

### COMPLIANCE WITH SECTION 667, TITLE 10, U.S. CODE

Tables B1-B13 comprise the reportable requirements of section 667, title 10, U.S.C. for monitoring Department Joint Officer management and education programs.

Table D-1A Summary of Joint Specialty Officer (JSO) and JSO Designations for FY 2003					
	USA	USAF	USMC	USN	Total
Number of officers designated as JSOs*	626	1543	92	444	2705
Number of officers who meet selection criteria but were not selected	20	3	2	0	25
Number of JSOs designated under standard provisions	495	1045	39	233	1822
Number of JSOs designated under COS provisions	114	425	51	176	766
Note: Designation under section 521(a) of the 2002 National Defense Authorization Act. 593 nominees submitted July 2003; approved by Deputy Secretary of Defense on 29 October 2003.					

Table D-1B Critical Occupational Specialties (COS)			
USA	USAF	USMC	USN
Infantry Armor Artillery  Air Defense Artillery Aviation Special Operations Combat Engineers	Pilot Navigator Command/Control Operations Space/Missile Operations	Infantry Tanks/AAV Artillery  Air Control/Air Support Anti-Air Warfare Aviation Engineers	Surface Submariner Aviation  SEALS Special Operations

Table D-2 JSOs by Branch and Grade							
USA		USAF		USMC		USN	
O-9	0	O-9	6	O-9	0	O-9	0
O-8	11	O-8	12	O-8	0	O-8	0
O-7	9	O-7	7	O-7	1	O-7	0
O-6	127	O-6	363	O-6	26	O-6	72
O-5	444	O-5	931	O-5	50	O-5	310
O-4	35	O-4	224	O-4	15	O-4	62

Table D-3 Summary of Officers on Active Duty with a Critical Occupational Specialty (as of September 30, 2003)					
	USA	USAF	USMC	USN	Total
COS officers designated as JSOs	834	1457	344	900	3535
COS JSOs currently serving in a JDA	492	905	243	846	2486
COS JSOs nominees who completed a JDA and are currently attending JPME	17	11	5	14	47
COS officers who have completed JPME	1213	2147	492	1439	5291
COS officers designated as JSO nominees who have not completed JPME	1167	1796	475	1828	5266

Table D-4 Summary of JSOs with Critical Occupational Specialties Who are Serving or Have Served in a Second Joint Assignment (as of September 30, 2003)					
	USA	USAF	USMC	USN	Total
<b>Field Grade</b>					
Have Served*	187(75)	216(110)	16(12)	90(37)	509(234)
Are Serving*	79(26)	119(38)	17(4)	95(18)	310(86)
<b>General/Flag</b>					
Have Served*	12(9)	40(17)	9(6)	8(2)	69(34)
Are Serving*	9(5)	13(16)	3(5)	3(5)	28(21)
*Number in parenthesis indicates number of second joint assignments, which were to a critical joint position.					

Table D-5 Analysis of the Assignment Where Officers Were Reassigned (in FY 2003) on Their First Assignment Following Designation as a JSO					
	USA	USAF	USMC	USN	Total
<b>Assignment Category</b>					
Command	20	92	0	19	131
Service Headquarters	17	39	1	15	72
Joint Staff Critical	1	0	0	0	1
Joint Staff Other	3	9	0	1	13
Other JDA	28	95	2	25	150
Professional Military Education (PME)	15	44	7	2	68
Retirement/separation	4	119	3	0	126
Other Operations	25	100	17	24	166
Other Staff	59	0	15	2	76
Other Shore (Navy)	N/A	N/A	N/A	57	57

Table D-6 Average Length of Tour of Duty in Joint Duty Assignments (FY 2003) (in months)					
	USA	USAF	USMC	USN	DoD Avg
<b>General/Flag Officers</b>					
Joint Staff	26.00	21.50	20.50	29.00	23.21
Other Joint	28.33	28.15	23.67	30.45	28.20
Joint Total	28.00	26.62	22.88	30.33	27.32
<b>Field Grade Officers</b>					
Joint Staff	34.35	31.15	36.14	36.05	33.53
Other Joint	37.20	36.85	38.51	38.10	37.30
Joint Total	36.92	36.39	38.32	37.94	36.98

Table D-7 Summary of Tour Length Exclusions for FY 2003					
	USA	USAF	USMC	USN	Total
<b>Category</b>					
Retirement	65	71	9	46	191
Separation	0	2	0	7	9
Suspension from duty	5	3	3	1	12
Compassionate/Medical	6	5	3	2	15
Other joint after promotion	15	1	1	1	18
Reorganization	3	9	3	1	16
Joint overseas-short tours	155	94	10	31	290
Second tours	36	37	8	40	121
Joint accumulation	13	4	14	5	36
COS reassignment	83	87	35	124	329
<b>Total</b>	401	338	87	272	1098

Table D-8 Joint Duty Position Distribution by Service (as of September 30, 2003)					
	USA	USAF	USMC	USN	Total
Joint Staff Positions Assigned	258	255	65	197	775
Joint Staff Positions Filled	262	206	67	180	715
Other Joint Duty Assignment Positions Assigned	2904	3102	514	1785	8305
Other Joint Duty Assignment Positions Filled	2282	2241	412	1466	6401
Total Joint Duty Assignment Positions Assigned	3162	3357	579	1982	9080
Total Joint Duty Assignment Positions Filled	2544	2447	479	1646	7116
Percent of Total Number of Joint Duty Assignments	35%	37%	6%	22%	100%
Percent of Total Number of Officers*	80%	73%	83%	83%	78%
*Total Commissioned Officers: O-3 through O-10 less professional categories.					

Table D-9A Critical Position Summary (as of September 30, 2003)					
	USA	USAF	USMC	USN	Total
Total number of critical positions	315	290	53	142	800
Number of vacant critical positions	59	48	8	50	265
Number of critical positions filled by JSOs	105	118	13	56	292
Of those positions filled, percent filled by JSOs	41%	49%	29%	60%	54%
Number of critical positions filled by non-JSOs	150	24	32	36	242
Percent of critical positions filled by JSOs&Non-JSOs	65%	83%	85%	64%	67%

<b>Table D-9B</b> <b>Reasons for Filling Critical Positions with Officers Who are Not JSOs</b>	
Position filled by non-JSO incumbent prior to being a joint position	2
Position being converted to a non-critical position or being deleted	3
Joint specialty officer not yet available	1
Best qualified officer not joint specialist	196
Position filled by non-JSO incumbent prior to being a critical position	0
Other	40

<b>Table D-9C</b> <b>The following organizations have joint duty critical positions, which are filled by officers who do not possess the joint specialty</b>	
JFCOM	15
CENTCOM	17
NORTHCOM	2
OSD	8
EUCOM	15
CJCS Activities	7
DOD Agencies	36
Joint Staff	27
STRATCOM	14
General/Flag Officers	29
PACOM	37
SOCOM	10
SOUTHCOM	6
TRANSCOM	4
Cross Department	2
Allied Command Europe	8
Allied Command Atlantic	3
NATO Military Committee	2
<b>Total</b>	<b>242</b>

Table D-10 Comparison of Waiver Usage (FY 2003)					
	USA	USAF	USMC	USN	Total
<b>Field Grade</b>					
JSO Designations	606	1518	91	444	2659
JSO Sequence Waivers	13	0	0	0	13
JSO Two-tour Waivers	0	0	0	0	0
JSOs Graduating from JPME	6	14	4	8	32
Post JPME Assignment Waivers Granted	4	2	2	3	11
Field Grade Officers who departed JDAs	907	928	171	546	2552
Field Grade JDA tour length waivers	88	101	7	27	223
<b>General/Flag Officer</b>					
JSO Designations	20	25	1	0	46
JSO Designation Waivers	0	0	0	0	0
General/Flag Officers who departed JDAs	31	33	9	15	88
General/Flag Officer JDA tour length waivers	7	9	0	4	20
Attended CAPSTONE	40	44	7	25	116
CAPSTONE Waivers	0	0	0	0	0
Selected for Promotion to O-7*	40	36	5	30	111
Good of the Service Waivers	3	0	1	2	6
Other Waivers*	8	5	0	14	27
*Does not include professional categories.					

Table D-11A Joint Professional Military Education (PME) Phase II Summary (FY 2003)					
	USA	USAF	USMC	USN	Total
Students graduating from JFSC in FY 2003	212	298	60	158	728
Students who had completed Resident PME	135	76	21	109	341
Percent of Total	63%	25%	35%	69%	47%
Students who had completed non-resident PME	74	216	38	48	376
Percent of Total	35%	72%	63%	30%	52%
Students without resident or non-resident PME	0	0	1	2	3
Percent of Total	0%	0%	.02%	.01%	.4%

Table D-11B Reasons for Students Not Completing Resident PME Prior to Attending Phase II	
Officer completed Phase I by correspondence/seminar	376
Officer completed Phase I equivalent program	8
Officer scheduled to attend a resident PME immediately following Phase II	0
Officer career path did not allow attendance at a resident PME program	0
Other	0

Table D-12A Temporary Joint Task Force Credit (FY 2003)					
Category	USA	USAF	USMC	USN	Total
Full Joint Tour Credit *	0	0	0	0	0
Cumulative Credit *	16	15	2	2	33
*A total of 33 officers applied for Temporary Joint Task Force Credit in FY 2003. Request is pending favorable consideration from the Office of the Secretary of Defense (submitted March 2003).					

Table D-12B Operations for which Joint Task Force Credit has been awarded (FY 2003)	
Operation	Date of Operations
Operation NORTHERN WATCH*	01 Aug 92 - TBD
Operation SOUTHERN WATCH*	27 Aug 92 - TBD
Operation ABLE SENTRY*	26 Jun 93 - 28 Feb 99
Operation JOINT ENDEAVOR*	25 Dec 95 - 19 Dec 96
Operation JOINT GUARD*	20 Dec 96 - 20 Jun 98
Operation DESERT THUNDER*	24 Jan 98 - 15 Dec 98
Operation JOINT FORGE*	20 Jun 98 - 10 Jun 99
Operation NOBLE ANVIL*	24 Mar 99 - 20 Jul 99
Operation JOINT GUARDIAN*	11 Jun 99 - TBD
*Note: Approved under section 523, 2002 National Defense Authorization Act.	

Table D-12C Positions for which Joint Task Force Credit has been requested (FY 2003)	
Operation/Headquarters Location	Number of Positions Requested
Combined Joint Task Force AFG/180*	106
Bagram, Afghanistan	
Combined Joint Task Force HOA*	100
Camp Lemonier, Djibouti	
Combined Joint Task Force 7*	137
Camp Dohar, Qatar	
*Task Forces submitted in June 2003; approved by Principal Deputy Under Secretary of Defense on 10 October 2003.	

Table D-13A

## FY 2003 Army Joint Officer Promotion Comparisons

Grade	Category	Are Serving In			Have Served In			Total In Zone			Remarks
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con <sup>1</sup>	Sel <sup>1</sup>	%	
<b>O-8</b>	Joint Staff	0%	N/A	N/A	100%	N/A	N/A	8	8	100	See 2 & 3
	JSO	0%	N/A	N/A	0%	N/A	N/A	24	10	42	
	Service Hqs	25%	N/A	N/A	43%	N/A	N/A	15	5	33	
	Other Joint	20%	N/A	N/A	63%	N/A	N/A	12	6	50	
	Board Avg							68	30	44	
<b>O-7</b>	Joint Staff	19%	N/A	N/A	10%	N/A	N/A	84	12	14	
	JSO	0%	N/A	N/A	0%	N/A	N/A	580	15	3	
	Service Hqs	7%	N/A	N/A	4%	N/A	N/A	254	14	6	
	Other Joint	1%	N/A	N/A	2%	N/A	N/A	357	6	2	
	Board Avg							1661	40	2	
<b>O-6</b>	Joint Staff	47%	0%	0%	62%	14%	0%	65	44	68	
	JSO	48%	13%	8%	61%	8%	10%	182	117	62	
	Service Hqs	64%	0%	3%	64%	2%	0%	164	102	62	
	Other Joint	56%	2%	0%	46%	4%	4%	218	111	51	
	Board Avg							757	402	53	
<b>O-5</b>	Joint Staff	100%	67%	100%	100%	100%	0%	10	10	100	
	JSO	100%	0%	25%	83%	0%	25%	7	6	86	
	Service Hqs	88%	8%	10%	90%	10%	29%	115	102	89	
	Other Joint	84%	6%	20%	79%	7%	9%	339	280	83	
	Board Avg							1510	1191	79	
<b>O-4</b>	Joint Staff	0%	0%	0%	0%	0%	0%	0	0	0	
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	
	Service Hqs	83%	0%	0%	100%	0%	0%	7	6	86	
	Other Joint	100%	0%	0%	0%	0%	0%	2	2	100	
	Board Avg							1439	1349	94	

Note 1: Con = Considered; Sel = Selected

Note 2: 0% indicates that no officers were selected in this category.

Note 3: N/A indicates that no officers considered were in this category.



Table D-13B											
FY 2003 Air Force Joint Officer Promotion Comparisons											
Grade	Category	Are Serving In			Have Served In			Total In Zone			Remarks
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con <sup>1</sup>	Sel <sup>1</sup>	%	
O-8	Joint Staff	50%	N/A	N/A	50%	N/A	N/A	6	3	50	See 2 & 3
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	54	17	31	
	Service Hqs	21%	N/A	N/A	43%	N/A	N/A	21	6	28	
	Other Joint	66%	N/A	N/A	50%	N/A	N/A	8	5	62	
	Board Avg							71	23	32	
O-7	Joint Staff	12%	N/A	N/A	12%	N/A	N/A	51	6	12	
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	485	16	3	
	Service Hqs	5%	N/A	N/A	0%	N/A	N/A	125	5	4	
	Other Joint	1%	N/A	N/A	1%	N/A	N/A	241	3	1	
	Board Avg							1580	36	2	
O-6	Joint Staff	78%	11%	0%	56%	6%	100%	55	38	69	
	JSO	79%	7%	0%	74%	7%	0%	90	68	75	
	Service Hqs	56%	3%	0%	62%	8%	0%	168	101	60	
	Other Joint	48%	1%	0%	31%	1%	0%	247	95	38	
	Board Avg							791	363	46	
O-5	Joint Staff	100%	20%	17%	100%	33%	0%	8	8	100	
	JSO	0%	0%	0%	100%	0%	0%	8	8	100	
	Service Hqs	82%	9%	12%	82%	7%	0%	129	106	82	
	Other Joint	74%	3%	5%	83%	4%	0%	290	223	77	
	Board Avg							1502	1085	72	
O-4	Joint Staff	N/A	N/A	0%	N/A	N/A	0%	0	0	0	
	JSO	N/A	N/A	0%	N/A	N/A	0%	0	0	0	
	Service Hqs	100%	N/A	0%	100%	N/A	0%	20	20	100	
	Other Joint	89%	N/A	0%	100%	N/A	0%	11	12	91	
	Board Avg										
Note 1: Con = Considered; Sel = Selected											
Note 2: 0% indicates that no officers were selected in this category.											
Note 3: N/A indicates that no officers considered were in this category.											

Table D-13C											
FY 2003 Marine Corps Joint Officer Promotion Comparisons											
Grade	Category	Are Serving In			Have Served In			Total In Zone			Remarks
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con <sup>1</sup>	Sel <sup>1</sup>	%	
<b>O-8</b>	Joint Staff	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	See 2 & 3
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	2	2	100	
	Service Hqs	100%	N/A	N/A	N/A	N/A	N/A	1	1	100	
	Other Joint	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	
	Board Avg							4	3	75	
<b>O-7</b>	Joint Staff	0%	N/A	N/A	22%	N/A	N/A	11	2	18	
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	112	1	1	
	Service Hqs	7%	N/A	N/A	8%	N/A	N/A	54	4	7	
	Other Joint	0%	N/A	N/A	9%	N/A	N/A	18	1	6	
	Board Avg							231	5	2	
<b>O-6</b>	Joint Staff	64%	0%	0%	88%	0%	0%	19	14	74	
	JSO	33	0	0	54%	0%	N/A	26	15	58	
	Service Hqs	40%	0%	0%	52%	0%	0%	38	18	47	
	Other Joint	35%	0%	0%	36%	0%	0%	41	15	37	
	Board Avg							209	107	51	
<b>O-5</b>	Joint Staff	100%	0%	N/A	100%	N/A	N/A	3	3	100	
	JSO	N/A	N/A	0%	67%	N/A	N/A	3	2	67	
	Service Hqs	68%	0%	20%	68%	0%	40%	82	56	68	
	Other Joint	66%	0%	9%	65%	0%	14%	78	52	67	
	Board Avg							538	348	65	
<b>O-4</b>	Joint Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	
	Service Hqs	85%	0%	100%	91	0%	0%	33	29	88	
	Other Joint	100%	0%	N/A	N/A	N/A	N/A	1	1	100	
	Board Avg							729	634	87	
Note 1: Con = Considered; Sel = Selected											
Note 2: 0% indicates that no officers were selected in this category.											
Note 3: N/A indicates that no officers considered were in this category.											

Table D-13D											
FY 2003 Navy Joint Officer Promotion Comparisons											
Grade	Category	Are Serving In			Have Served In			Total In Zone			Remarks
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con <sup>1</sup>	Sel <sup>1</sup>	%	
O-8	Joint Staff	100%	N/A	0%	100%	N/A	50%	3	3	100	See 2 & 3
	JSO	100%	N/A	0%	100%	N/A	0%	12	6	50	
	Service Hqs	33%	N/A	0%	50%	N/A	0%	11	5	45	
	Other Joint	80%	N/A	0%	0%	N/A	0%	6	4	67	
	Board Avg							43	21	62	
O-7	Joint Staff	43%	N/A	24%	0%	N/A	65	29	2	7	
	JSO	0%	N/A	1%	0%	N/A	0%	102	0	0	
	Service Hqs	0%	N/A	3%	5%	N/A	7%	97	1	1	
	Other Joint	0%	N/A	2%	0%	N/A	3%	72	0	0	
	Board Avg							428	3	2	
O-6	Joint Staff	89%	5%	0%	60%	4%	N/A	34	23	68	
	JSO	6%	0%	0%	62%	0%	N/A	120	73	62	
	Service Hqs	64%	2%	3%	25%	4%	4%	108	67	62	
	Other Joint	38%	1%	2%	31%	0%	0%	126	48	38	
	Board Avg							640	328	51	
O-5	Joint Staff	86%	0%	N/A	100%	0%	100%	10	9	90	
	JSO	N/A	N/A	0%	100%	0%	N/A	2	2	100	
	Service Hqs	70%	0%	9%	66%	0%	7%	43	31	72	
	Other Joint	65%	0%	6%	63%	1%	3%	108	71	65	
	Board Avg							1071	757	70	
O-4	Joint Staff	N/A	N/A	N/A	N/A	0%	0%	0	0	0	
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	
	Service Hqs	66%	0%	0%	100%	0%	0%	13	11	84	
	Other Joint	88%	0%	0%	93%	0%	3%	31	28	90	
	Board Avg							1480	1243	84	
Note 1: Con = Considered; Sel = Selected											
Note 2: 0% indicates that no officers were selected in this category.											
Note 3: N/A indicates that no officers considered were in this category.											

## COMPLIANCE WITH SECTION 721, TITLE 10, U.S. CODE

In accordance with section 721(d)(2), title 10, U.S.C. the following table reports the number of general and flag officers who have simultaneously held both a position external to that officer's armed force and another position not external to that officer's armed force.

<b>General and Flag Officers Holding Multiple Positions</b>		<b>Table D-14A</b>
Multiple Positions Counted as External to Their Armed Force		
Joint Position	Service Position	
Commander in Chief, United States Transportation Command	Commander, Air Mobility Command	
Deputy Commander, Canadian NORAD Region	Commander, 722 Support Squadron, Air Combat Command	
Assistant Chief of Staff, C/J-5, United Nations Command/Combined Forces Command/United States Forces Korea	Commander, Marine Forces Korea	
Chief of Staff, Naval Striking and Support Forces, Southern Europe	Deputy Commanding General, Fleet Marine Force, Europe	
Assistant Chief of Staff, J-3, United Nations Command/Combined Forces Command/United States Forces Korea	Deputy Commanding General, 8th Army	
Assistant Chief of Staff, J-4, United Nations Command/Combined Forces Command/United States Forces Korea	Commanding General, (Support), 8th Army	
Commander, United States Defense Forces, Iceland, United States Joint Forces Command	Commander, Fleet Air, Keflevik	

Table D-14B Multiple Positions Counted as Internal to Their Armed Force	
Joint Position	Service Position
Member, Joint Chiefs of Staff	Chief of Staff, United States Air Force
Commander, Air North	Commander, United States Air Forces in Europe
Commander, United States Forces Japan	Commander, 5th Air Force
Deputy Commander in Chief, United Nations Command/Combined Forces Command/Deputy Commander, United States Forces Korea	Commander, 7th Air Force
Commander, Allied Air Forces Southern Europe	Commander, 16th Air Force
Commander, Alaskan Command, United States Pacific Command	Commander, 11th Air Force
Member, Joint Chiefs of Staff	Commandant of the Marine Corps
Member, Joint Chiefs of Staff	Chief of Staff, United States Army
Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Commanding General, 8th Army
Member, Joint Chiefs of Staff	Chief of Naval Operations
Commander, Regional Command, South	Commander, United States Naval Forces, Europe
Commander, Naval Striking and Support Forces, Southern Europe	Commander, SIXTH Fleet
Commander, Striking Fleet, Atlantic	Commander, SECOND Fleet
Commander, Submarine, Allied Command, Atlantic	Commander, Submarine Force, United States Atlantic Fleet
Commander, United States Naval Forces United States Central Command	Commander, FIFTH Fleet
Commander, Maritime Air Forces, Mediterranean	Commander, Fleet Air Mediterranean
United States Pacific Command Representative, Guam	Commander, United States Naval Forces, Marianas
Commander, Allied Submarines, Mediterranean	Commander, Submarine Group 8/Commander Task Force 69

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